

CORRELATION BETWEEN EMOTIONAL INTELLIGENCE AND FULL RANGE LEADERSHIP STYLES AMONG HEAD TEACHERS

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ABSTRACT

Organizations globally are challenging middle-level management and leadership to have multifactor leadership skills. Copious theories and models have been constructed to explain leadership roles and suggest different approaches to leadership in various institutions. Studies have shown that an effective combination of Emotional Intelligence is inherently associated with Leadership Styles. These theories have highlighted the importance of leadership influence on subordinates' and students' performance. The literature reviewed found a gap existing regarding Emotional Competencies Intelligence (ECI) and Full Range Leadership Styles (FRLS) among School Principals. This quantitative research surveyed 50 principals and 300 teachers using the Emotional Intelligence Inventory (EIC Version 2.0) and Multifactor Leadership Questionnaire (MLQ Form 5X Short) to collect data. Using descriptive statistics to determine head teachers' Emotional Competencies Intelligence and FRLS of inferential statistical two-tailed correlations between the two constructs. The findings of the study suggested relationship management as the highest ECI cluster, followed by self-management, social management and self-awareness as the least ECI level. Transformational Leadership Styles as the dominant Leadership Styles, followed by Transactional Leadership Styles and Passive/Avoidant Leadership Styles. ECI is positively significantly correlated with Transformational Leadership Styles and Transactional Leadership Styles but it is negatively significantly correlated with Passive/ Avoidant Leadership Styles. Based on empirical findings, ECI and FRLS should be part of the training and selection process of head teachers. Further research may be conducted in which data should be collected from students, parents, peers and supervisors as well to give a 360-degree leadership assessment.

KEYWORDS: *Emotional Intelligence, Self-Management, Social Management, Self-Awareness Relationship Management, Full Range Leadership Styles, Transformational Leadership Styles, Transactional Leadership Styles and Passive/ Avoidant Leadership Styles*

Article History

Received: 02 Feb 2025 | Revised: 07 Feb 2025 | Accepted: 11 Feb 2025
